

# Functional Area 43

## Human Resource Management

---



Chief, FA43 Proponency  
December 2004

# Agenda

---



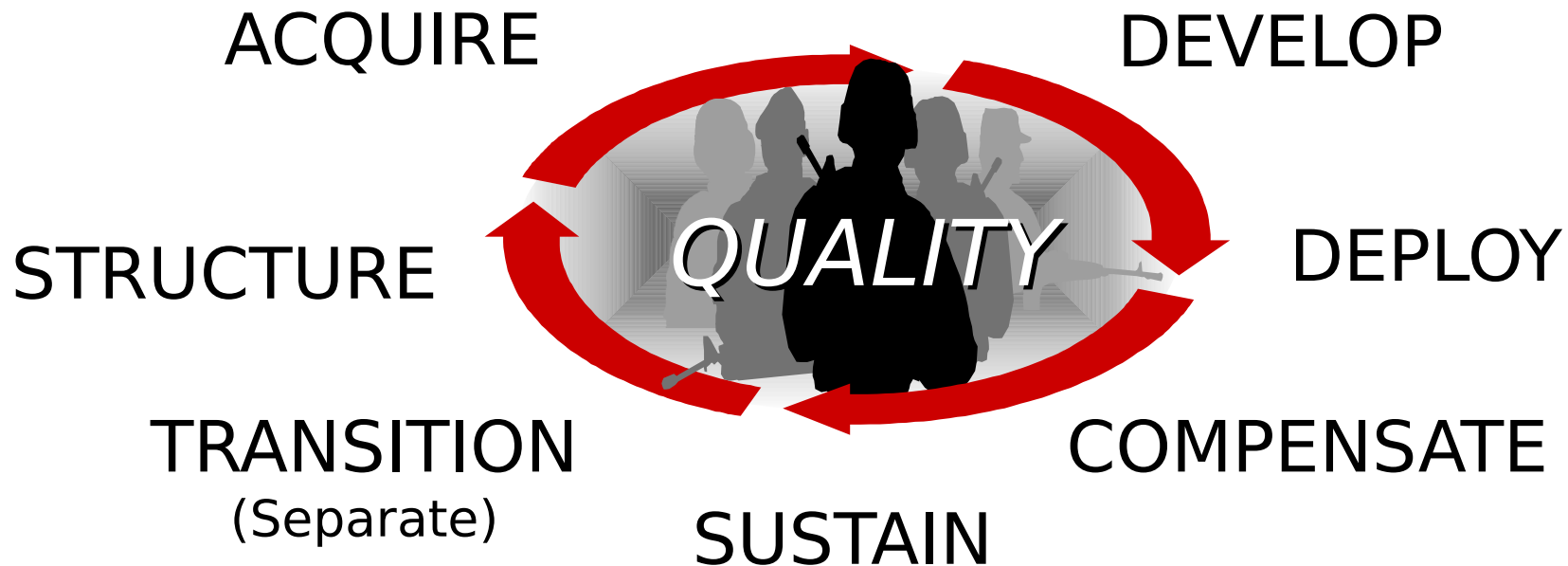
- FA 43 Proponency Office – who are we?
- FA 43 Structure – how many positions and what type?
- FA 43 Acquisition – how do we become FA 43's?
- FA 43 Distribution – where does an FA 43 get assigned?
- FA 43 Development – how do we develop institutionally, operationally, and individually?
- FA 43 Deployment – what are a FA 43's staff responsibilities and duties?
- FA43 Proponency Office Current Update &

# FA 43 Proponency



Responsible for developing personnel policies, procedures, and programs affecting all personnel life-cycle management functions as prescribed by AR 600-3, The Army Personnel

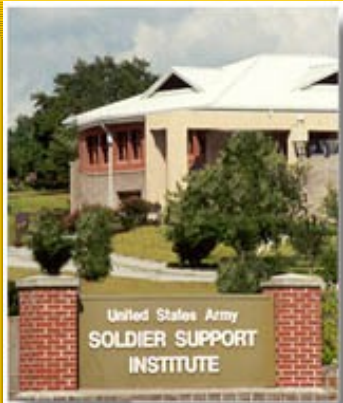
Proponent System:  
DISTRIBUTE





# FA43 Proponency Office Organization

Effective August 2003

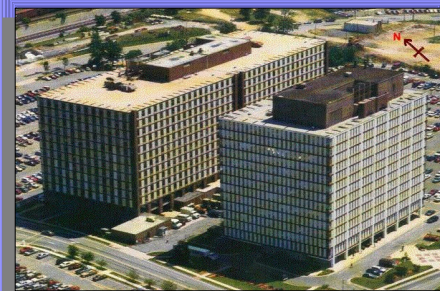


Ft Jackson, SC

**Soldier Support  
Institute  
BG Gina Farrisee**

AG School Commandant

FA 43  
Proponency Office



Hoffman Building  
Alexandria, VA

USASSI, AGS  
10000 Hampton Pkwy,  
Fort Jackson, SC 29207  
Phone: (803) 751-8617 DSN 734-  
8617

2461 Eisenhower Avenue, Room 804,  
Alexandria, Virginia 22331  
Phone: (703) 325-8041/5562/7278 DSN  
221-

Dep Chief, FA 43  
Proponency

Resident & DL  
Course Director

# What the Army Does

---



The measure of military professional is success in battle and other military operations. Military effectiveness is perishable. **Therefore, every day in the Army, we do two things: we train Soldiers and we grow them into leaders.**

FM 1, The Army  
14 June 2001

# Why FA 43?

---

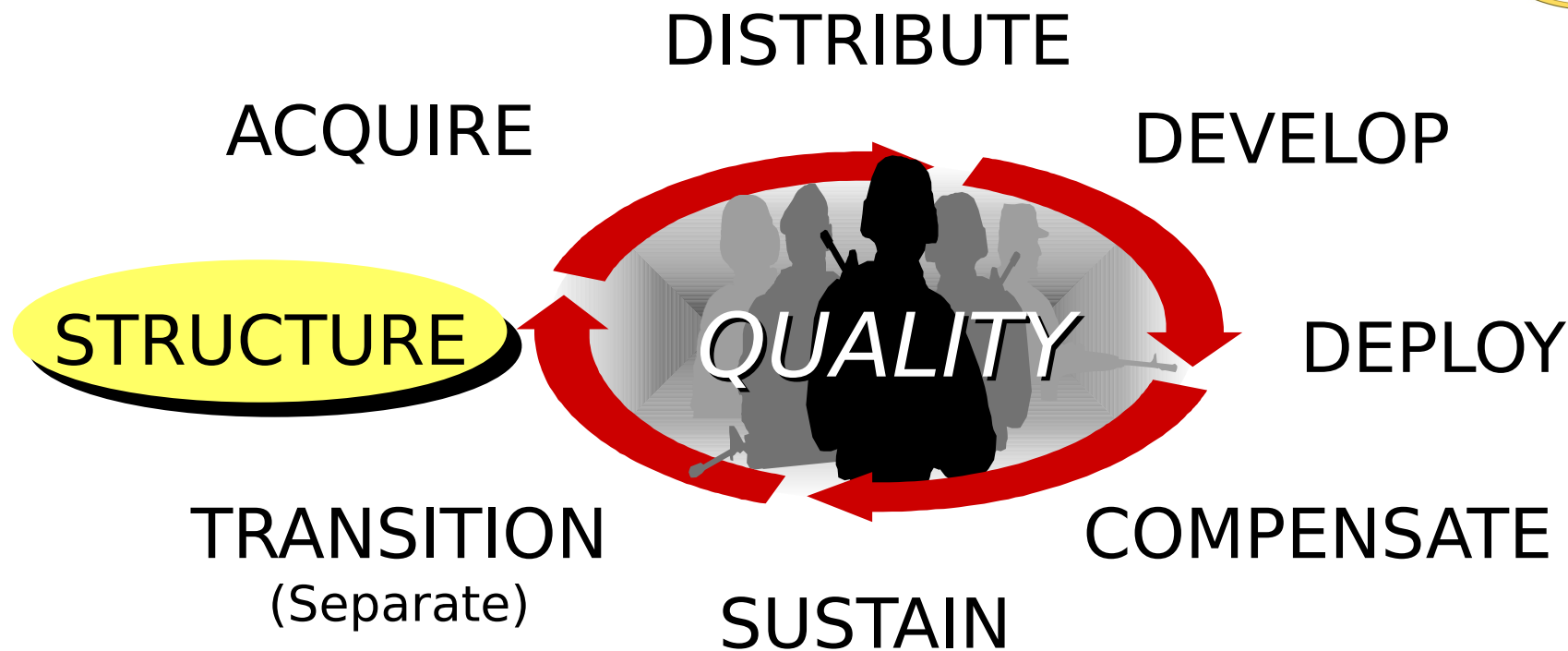


The Human Resource Management functional area (FA 43) provides the Army with a professional human resource manager focused on projecting requirements; developing capabilities; and planning, programming and managing Army human resource life cycle functions in support of senior military leadership. As senior career staff officers, FA 43 officers are responsible for developing, interpreting, integrating and implementing the Department of Defense (DoD), Joint, and Army human resource programs and policies for the military, civilian, retiree, and contractor work force and their families at all echelons.

**Draft DA Pam 600-3, Chapter 30, ISCF**



# How many 43's positions are there?



|      |           |     |
|------|-----------|-----|
| AC   | COMPO 1 : | 325 |
| ARNG | COMPO 2 : | 956 |
| USAR | COMPO 3 : | 176 |

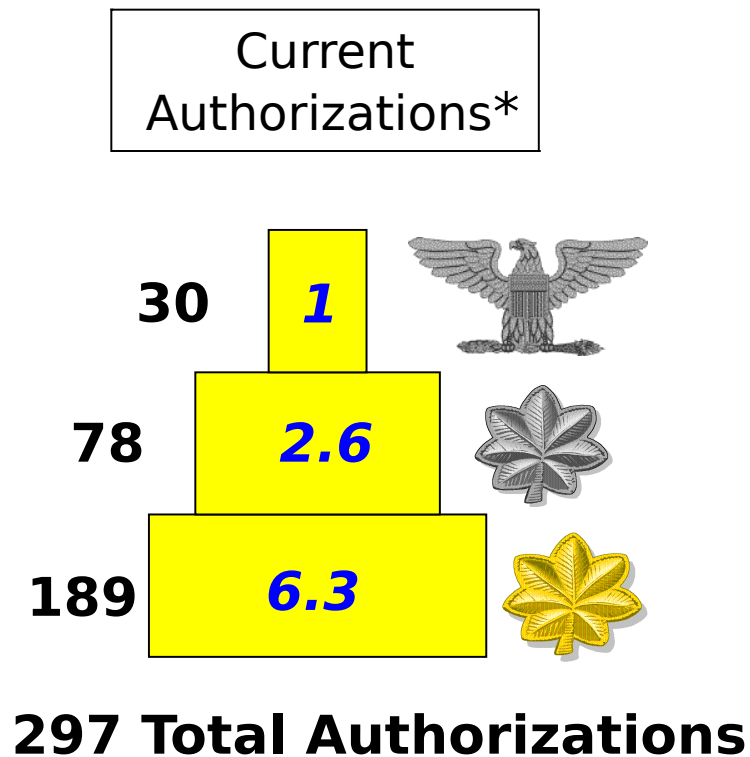
[FY05 auths \( 0407UAD 13 Aug 04 WebTAADS](#)

---

SUB TOTAL: 1,457

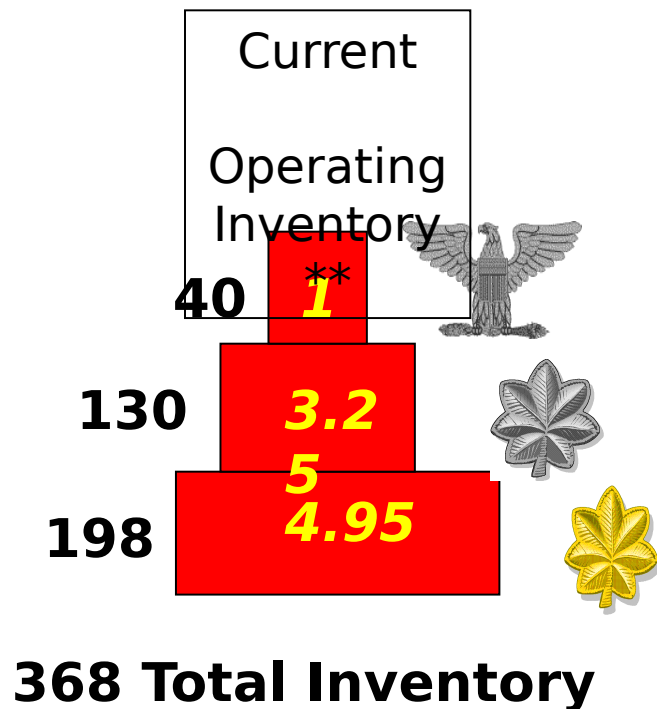


# Active Component Authorizations (COMPO 1)



\*as of 30 Jul 04

FOUO



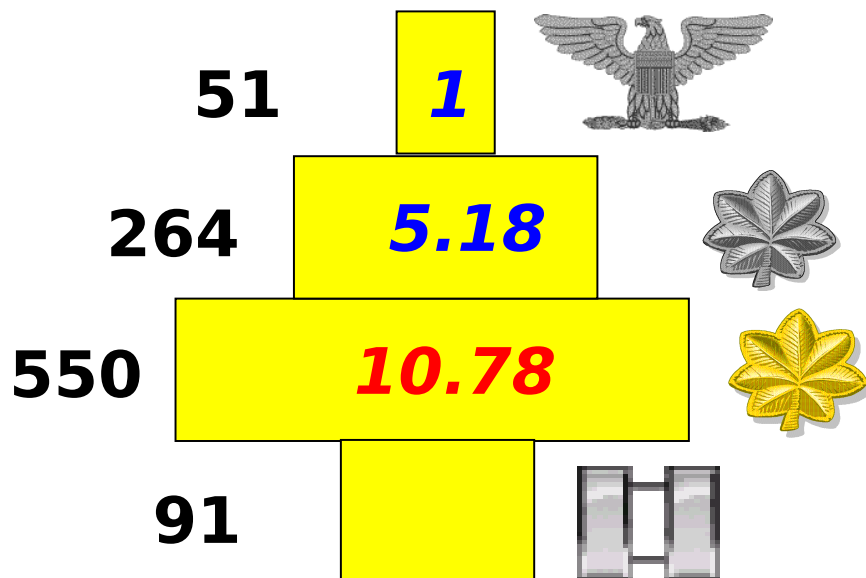
\*\* as of 27 Sep 04



# Reserve Component Authorizations (COMPO 2) (ARNG)



FY05  
0407UAD  
Authorizations\*



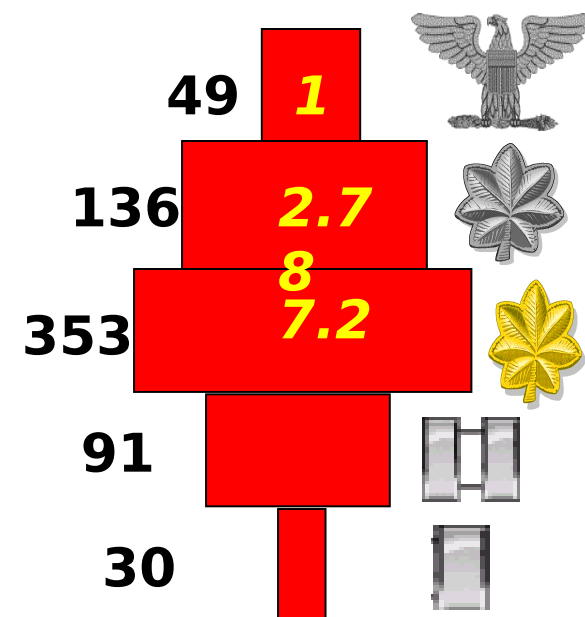
**956 Total Authorizations**

\*As of 13 Aug

04

FOUO

Current  
Inventory

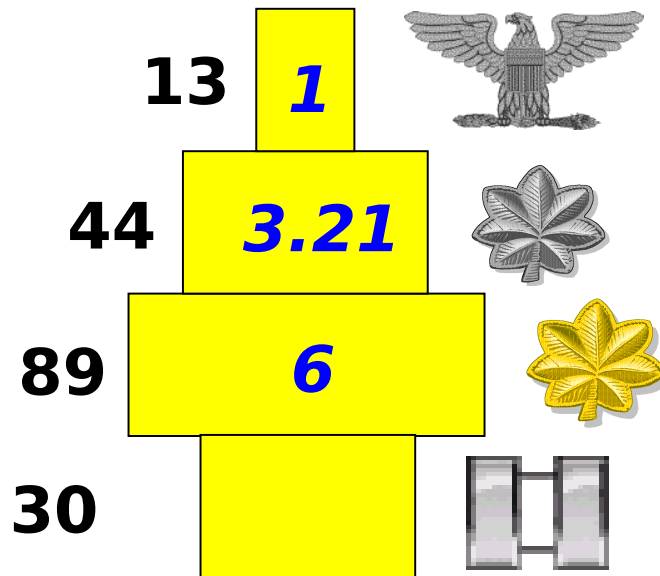


**659 Total Inventory**  
(As of Jan 04)

# Reserve Component Authorizations (COMPO 3) (USAR)

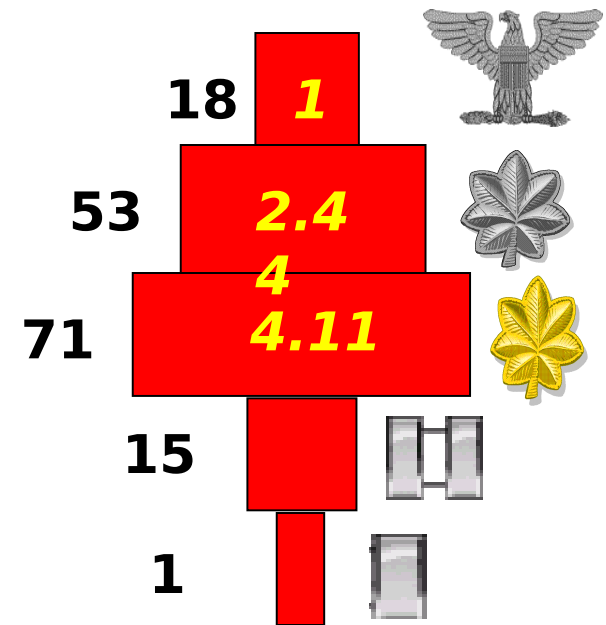


FY05  
0407 UAD  
Authorizations\*



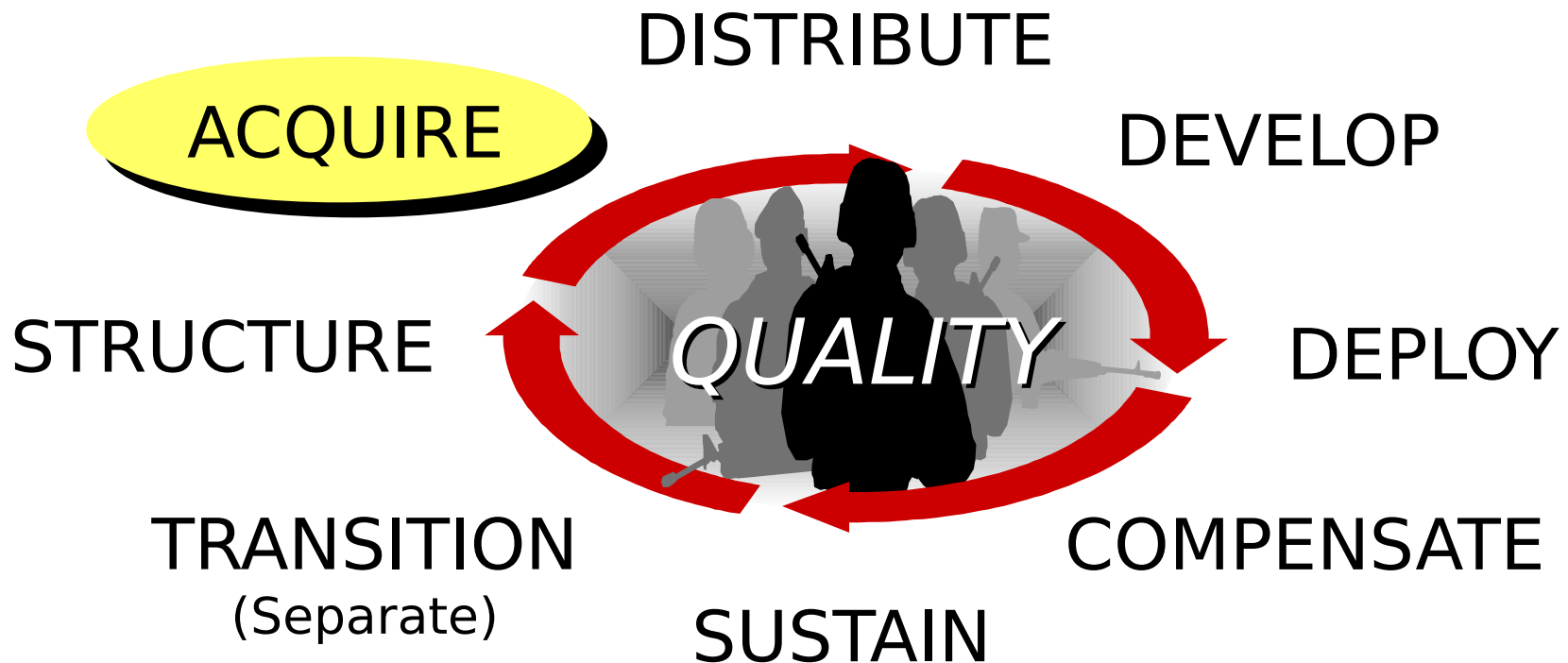
**176 Total Authorizations**

AGR  
Current Operating  
Inventory



**158 Total Inventory  
(As of 14 Oct 04)**

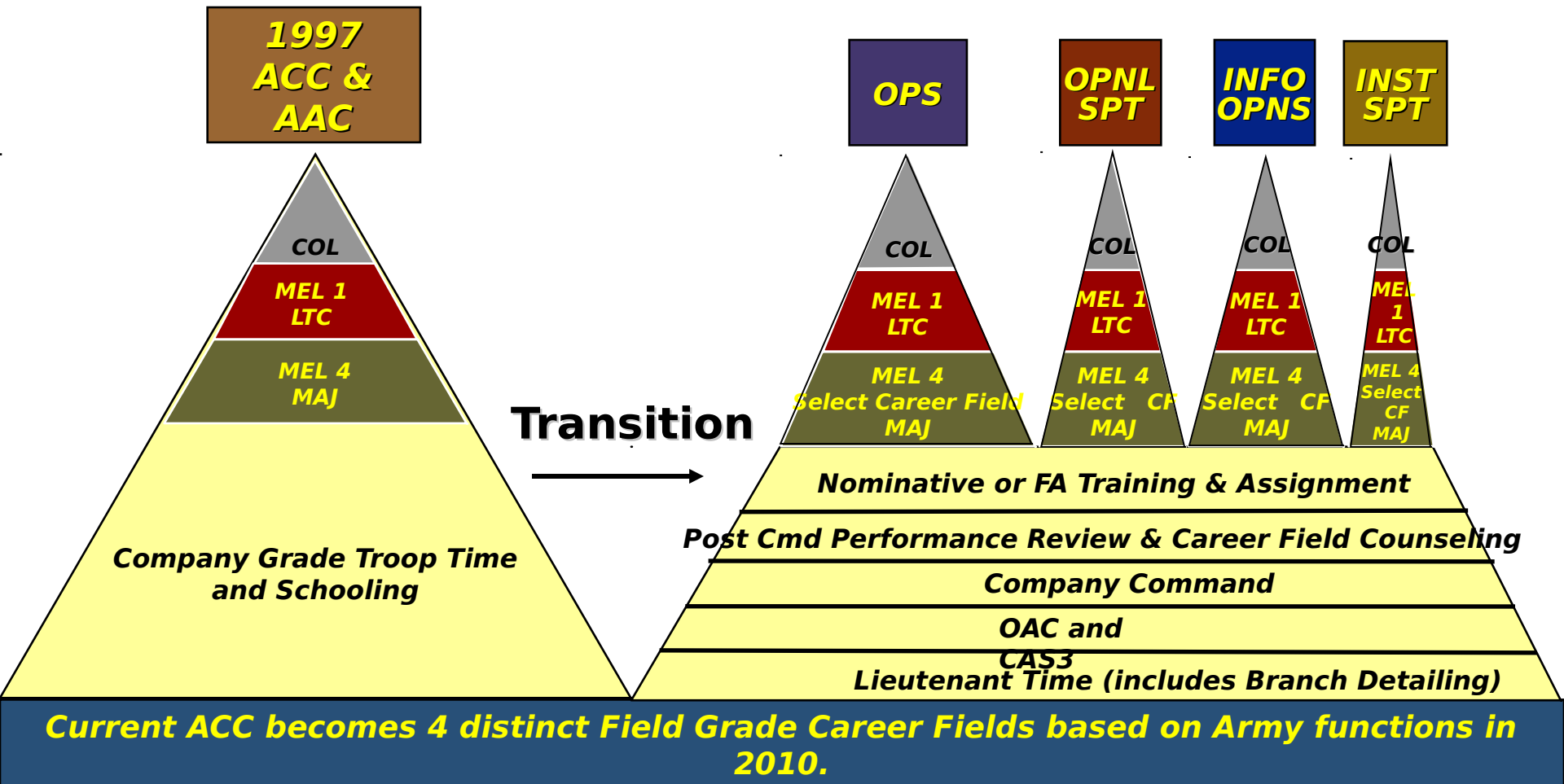
# How do we become FA43 officers?



# OPMS III Career Field System



**Four Career Fields established to develop & manage Field Grade**



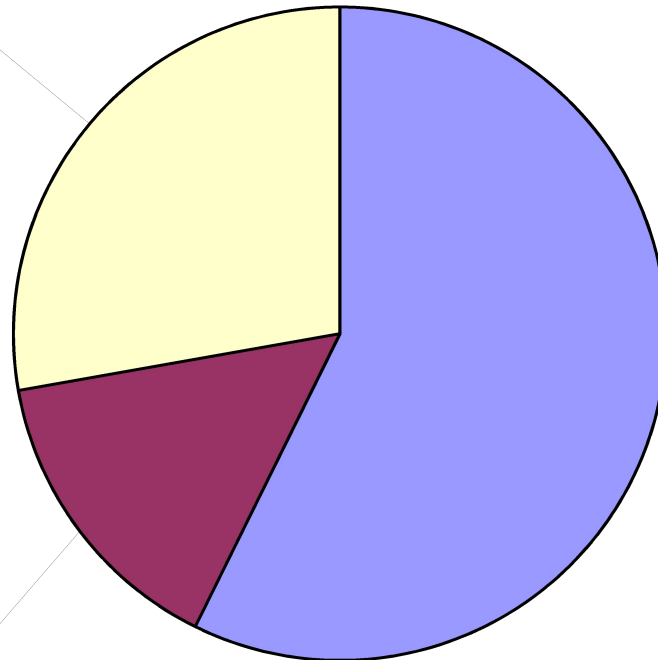
# COMPO 1 Basic Branch Analysis



(Illustrative example)

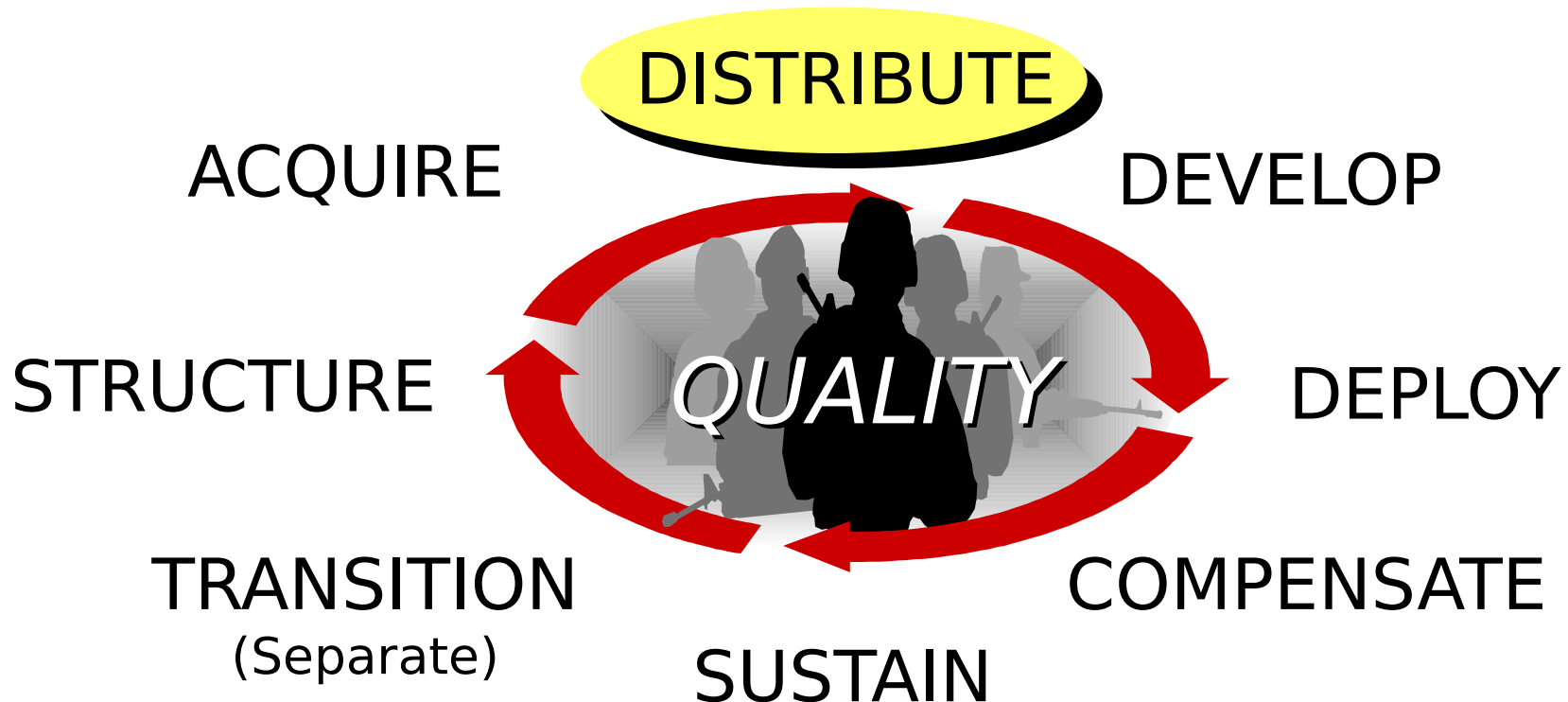
Combat  
Service  
Support  
28%

Combat  
Support  
15%



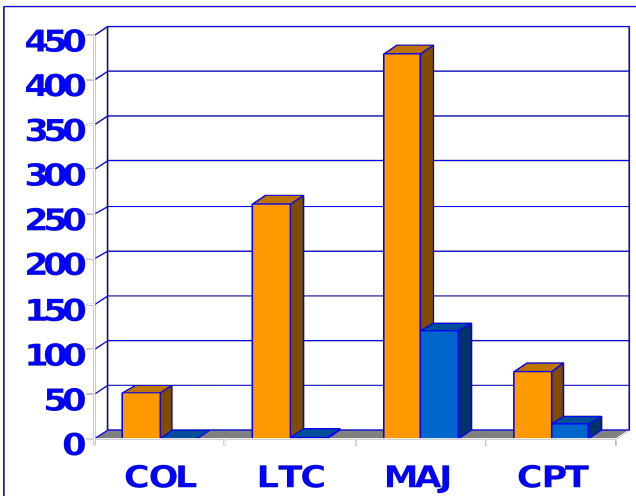
Combat  
Arms  
57%

# How many FA43 officers are there?

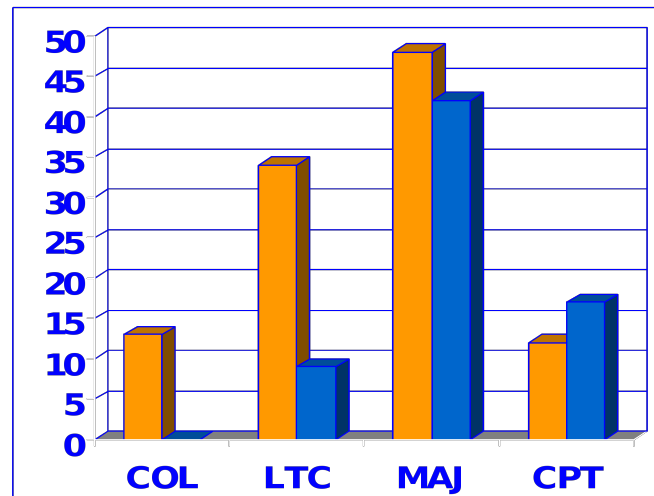


# FY 05 AUTH FA 43 Distribution

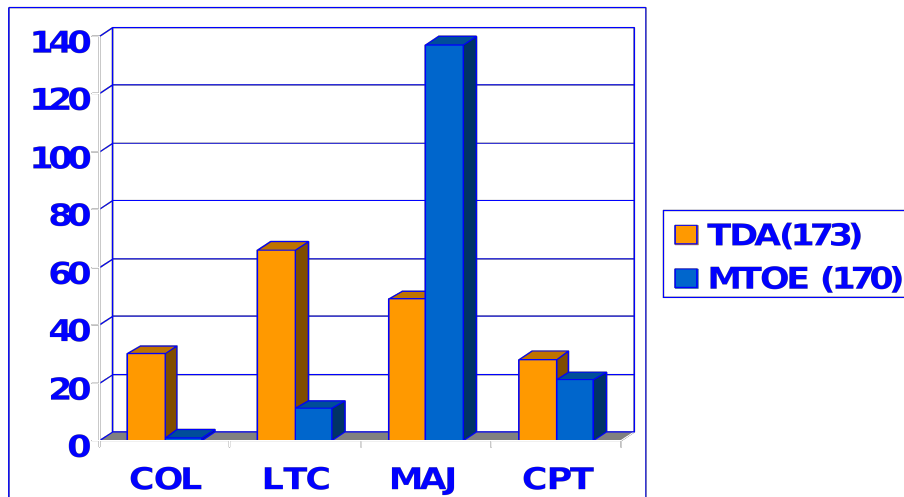
as of 14 April 04



ARNG  
Distribution



USAR Distribution



AC Distribution

This is being  
impacted as  
we sit here!



# MACOM FY05 AUTHs Distribution

(ALL COMPOS) As of 13 August 04 WebTAADS



| TITLE                                     | CPT             | MAJ | LTC | COL | AUTH |
|---|-----------------|-----|-----|-----|------|
| US ARMY RESERVES                          | 28              | 82  | 39  | 13  | 162  |
| US ARMY INTELLIGENCE AND SECURITY COMMAND | 0               | 10  | 0   | 0   | 10   |
| OFFICE, CHIEF OF STAFF, US ARMY           | 1               | 8   | 6   | 3   | 18   |
| DEFENSE AGENCIES                          | 0               | 2   | 4   | 3   | 9    |
| JOINT SPECIAL OPERATIONS FORCES           | 0               | 0   | 1   | 2   | 3    |
| US ARMY, EUROPE AND SEVENTH ARMY          | 5               | 24  | 3   | 0   | 32   |
| US FORCES COMMAND                         | 17              | 72  | 23  | 0   | 112  |
| SHAPE                                     | 1               | 4   | 0   | 1   | 6    |
| JOINT ACTIVITIES                          | 5               | 11  | 8   | 5   | 29   |
| US ARMY HUMAN RESOURCES COMMAND           | 1               | 1   | 3   | 3   | 8    |
| NATIONAL GUARD                            | 90              | 550 | 264 | 51  | 955  |
| US ARMY PACIFIC                           | 2               | 7   | 3   | 1   | 13   |
| EIGHTH US ARMY                            | 4               | 11  | 3   | 0   | 18   |
| FIRST SPECIAL OPERATIONS COMMAND          | 2               | 13  | 5   | 1   | 21   |
| US ARMY TRAINING AND DOCTRINE COMMAND     | 7               | 11  | 8   | 4   | 30   |
| OTHERS                                    | 2               | 14  | 10  | 5   | 31   |
| TOTAL                                     | <b>FOUO</b> 165 | 820 | 380 | 92  | 1457 |

# Active Component Distribution



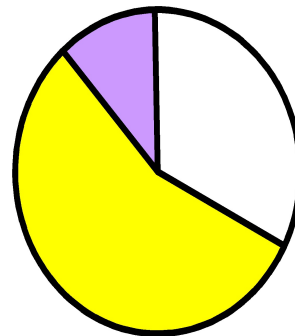
43A PMAD UAD0407

J DAL

12%

TDA

33%

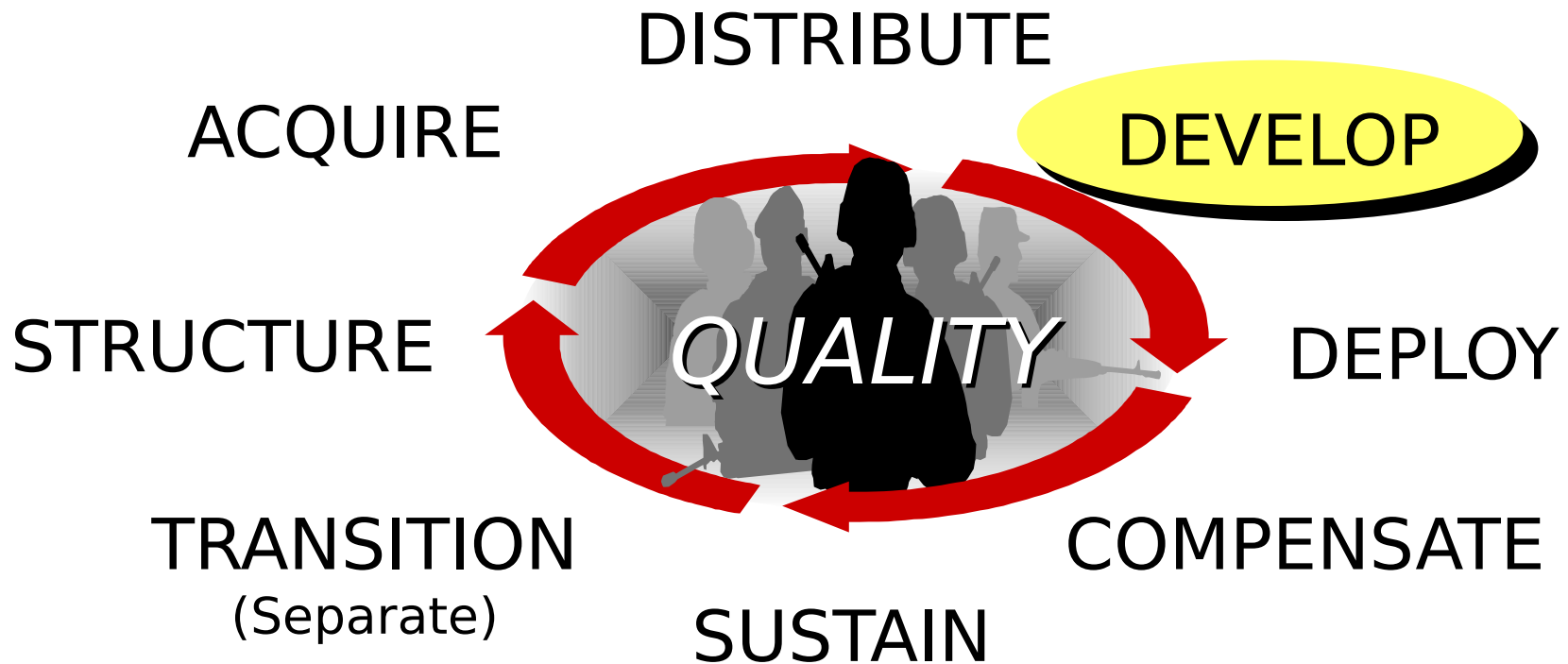


TOE

55%

|    | COL |     |       | LTC |     |       | MAI |     |       | MAI-COL |     |       | TTL |
|----|-----|-----|-------|-----|-----|-------|-----|-----|-------|---------|-----|-------|-----|
| FA | TDA | TOE | J DAL | TDA | TOE | J DAL | TDA | TOE | J DAL | TDA     | TOE | J DAL | ALL |
| 43 | 28  | 2   | 7     | 64  | 11  | 12    | 49  | 142 | 15    | 141     | 155 | 34    | 294 |

# FA 43 Officer Development



# Institutional Development



ILE

FA43 Qualification course  
Job and unit specific training





# FA 43 Course Design

---

Single 2-week resident course in the NCR that trains entry level FA43 on operational/tactical HR programs, processes, and plans. DL web-based preparatory phase covers strategic HR policies and programs and Joint HR training.

- Resident course design includes hands on systems training, leadership lecture series, and final exercise
- DL focus is on knowledge & comprehension levels of learning

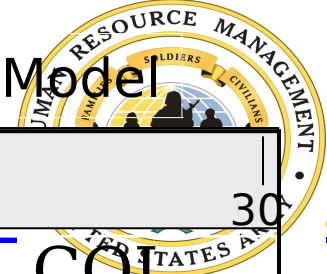
Approved by CG, SSI (Apr 04) for  
full implementation NLT FY06

# Operational Development



- Primary Functional Area (FA) qualifying positions
- Developmental FA positions
- EO Training
  - Officers attend DEOMI as required
- Advanced Civil Training (ACTS) (AC only)
  - Fully funded Advanced Individual Training Schooling
  - Currently 2 slots
- TWI (Training w/ Incentive) (AC only)
  - RAND Corp
  - Utilization - Army G1

Currently  
Not being filled due  
to GWOT



# Functional Area 43 AC Lifecycle Development & Utilization Model

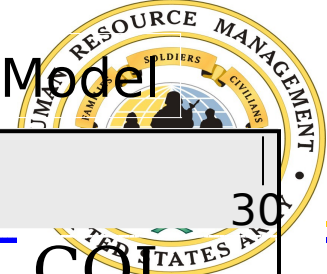
| YEARS                           | 0  | 10       | 20  | 30  |   |
|---------------------------------|--|----------|---|---|---|
| Rank                            | CPT<br>Career Field Decision   |          | MAJ   | LTC   | COL   |
| Professional Military Education |  | ILE Core | ILE (FA 43 Credentialing)   | SSC   |   |
| Additional Training             | i.e. Air Assault / Airborne / Ranger   |          | Assignment Oriented Training (i.e. Defense EO Management Course)  |   |   |
| Typical Assignments             |  |          | i.e. ACS/TWI/Fellowships  |   |   |
|                                 |  |          | Joint Training  |   |   |
|                                 |  |          | DEVELOPMENTAL & UTILIZATION ASSIGNMENTS   |   |   |
|                                 | Successful completion of CO Grade Leader development Quality. Experience in Basic Branch \ Assignments & Grounded in The Operational Army and its doctrine |          | CPT Positions listed below are not all FA 43 coded positions.<br>Company commander Battalion/Sqdn S1/ Adj<br>Asst Bde/Gp/Reg't/ UA S1/ Adj<br>Personnel staff Officer<br>Aide-de-Camp<br>Service School or ROTC Instructor<br>Div/Corps Staff Officer<br>Deputy SGS Admin Officer<br>CTC S1/CSS Observer/controller | Bde/Reg't/Group BCT/UA S1<br>Deputy/Asst Div/UEx G1<br>Corps/UEy/MACOM HR Plans, Policy, Opn officer<br>Joint HR/Manpower Staff Officer (C1/J1)<br>Chief, MACOM/Corps OPMD<br>Asst Corps/UEy G1<br>Army G1 Staff Officer<br>HRC Assignments Officer<br>Deputy Chief FA 43 Prop.<br>HRC Staff Officer<br>EO Program Manager<br>Personnel Staff Officer<br>EO/HR Service School instructor<br>CTC S1 Observer/Controller<br>Admin officer | Deputy/Asst Corps (UEy) G1<br>Deputy/Assistant MACOM G1<br>Army G1/HRC Branch/Div Chief<br>Joint HR/Manpower Staff Off (C1/J1)<br>EO Program Manager<br>Chief, Corps/MACOM/UEy HR Plans,<br>Policy, Opn, OPMD<br>Army G1 Staff Officer<br>Chief, FA 43 Proponency<br>DA HRC Staff Officer<br>MACOM Personnel Staff Officer<br>Service School HR Staff officer<br>Service School EO/HR instructor, staff or faculty<br>DA EO Officer<br>EO Training Proponent Chief<br>Admin Officer |
| Self Development                | Graduate/Post Graduate Degree  |          |   |   |   |
|                                 | HR Certification   |          |   |   |   |



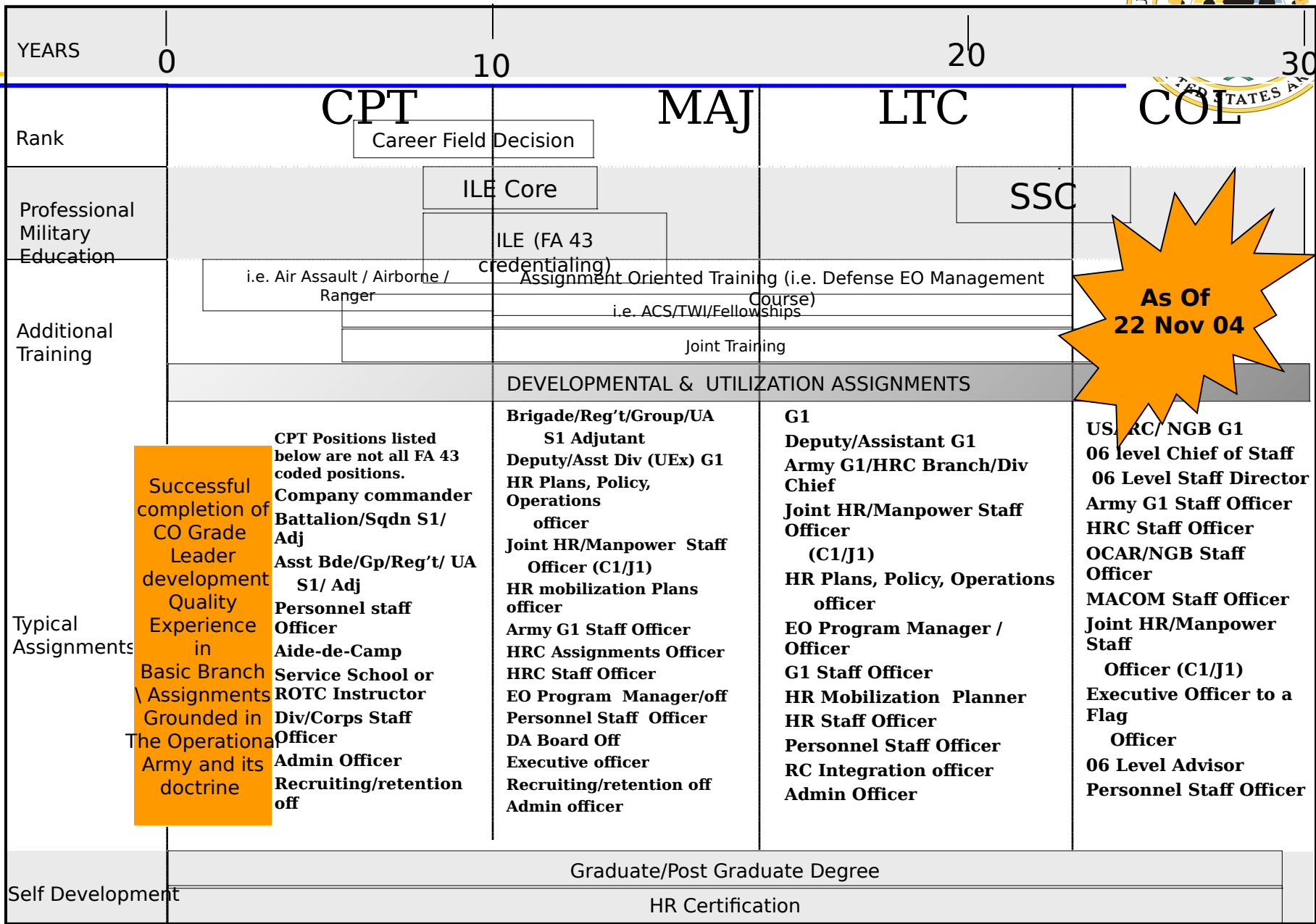
Successful completion of CO Grade Leader development Quality. Experience in Basic Branch \ Assignments & Grounded in The Operational Army and its doctrine

Figure 31-1 FA 43 Lifecycle Development & Utilization Model (Active





# Functional Area 43 RC Lifecycle Development & Utilization Model



**As Of 22 Nov 04**

**Figure 31-2 FA 43 Lifecycle Development & Utilization Model**

# Individual Development

---



- DA PAM 600-3 Lifecycle
- Professional reading
- Continuing Education
  - Advanced college degrees
  - Conferences and workshops
  - Certification training (e.g. people soft)
- Professional HR Associations & certification  
(e.g. SHRM, HRCI)

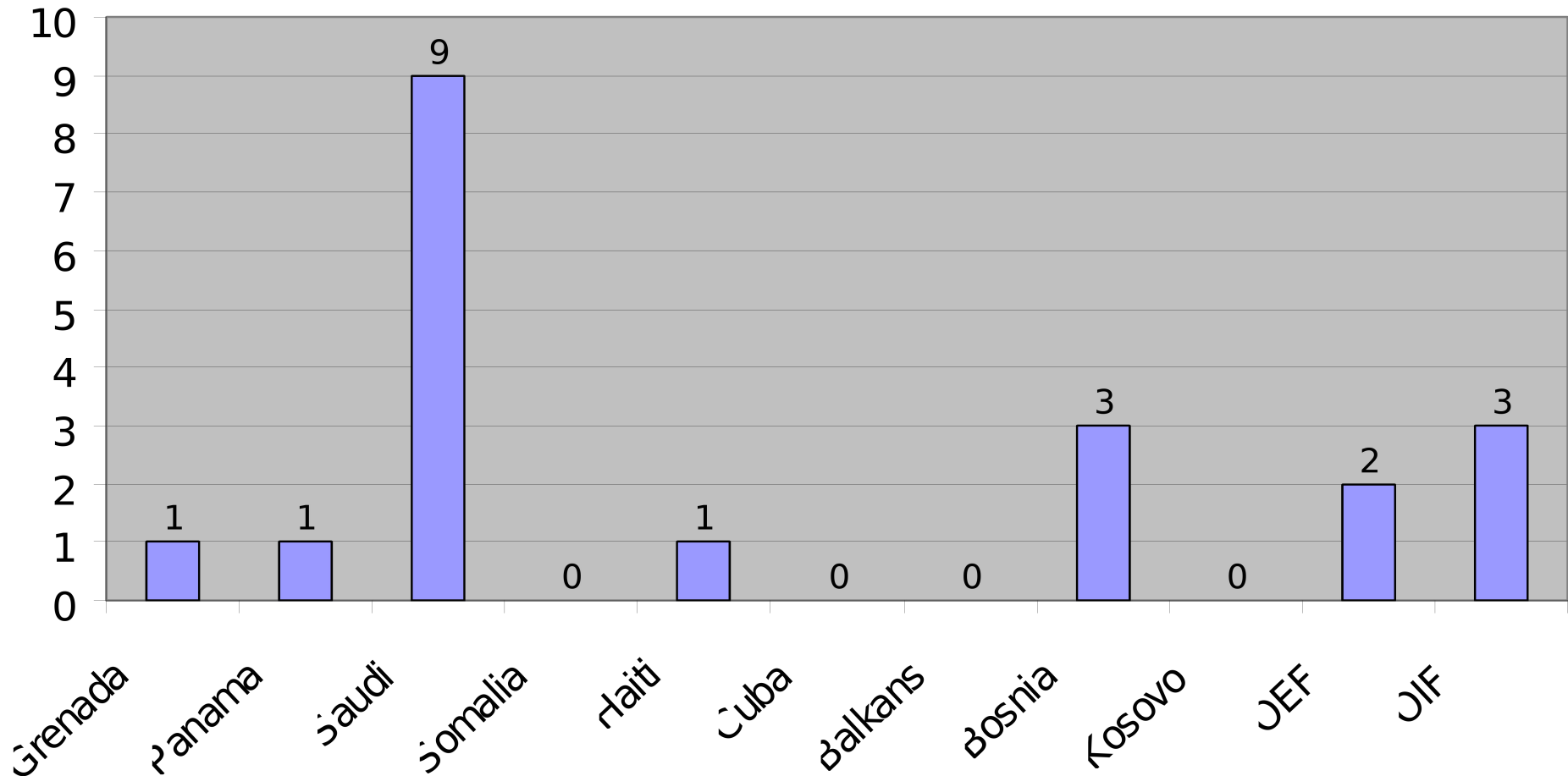
# FA 43 Officer Deployment



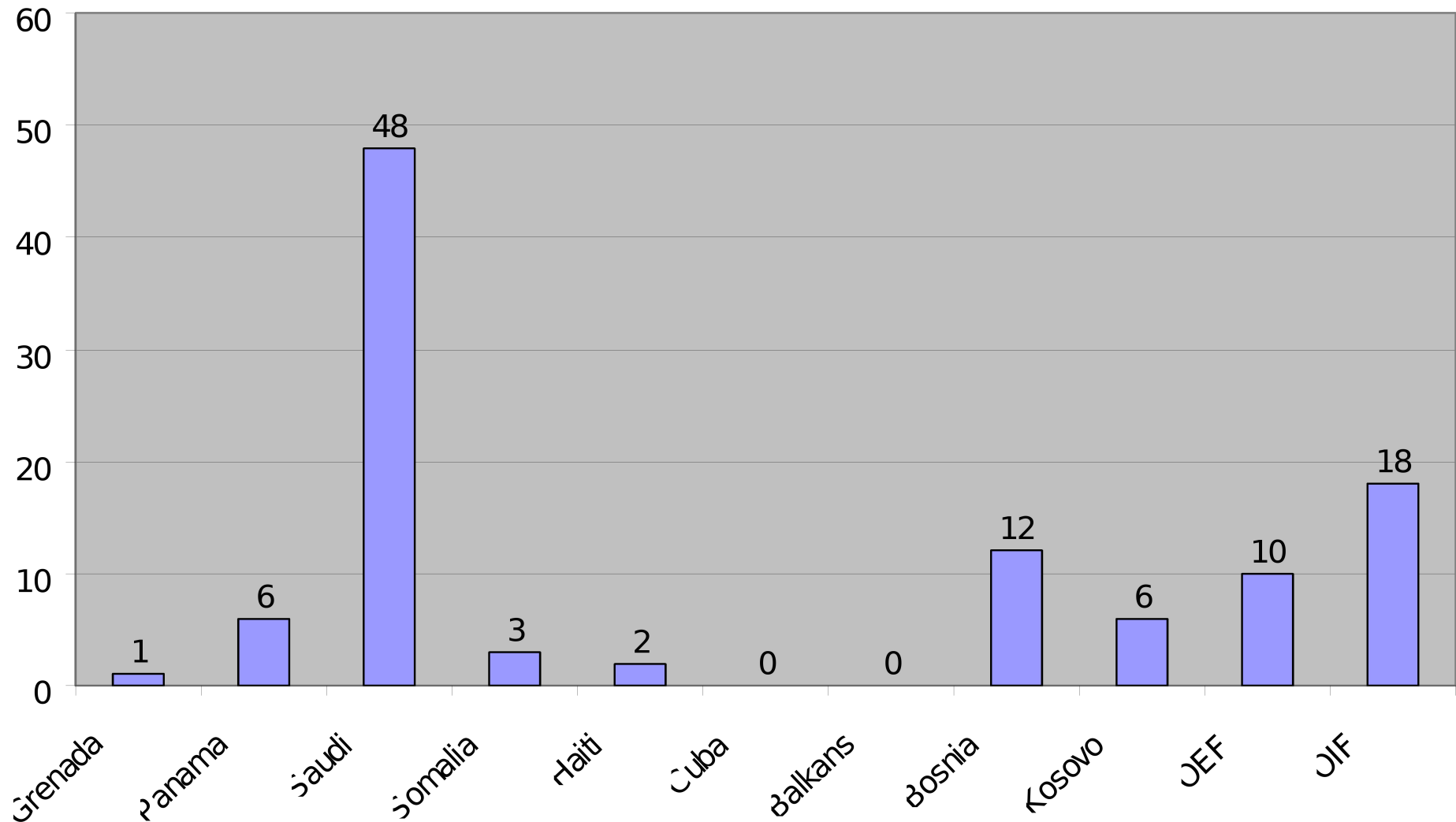
# FA 43 World-wide Deployment



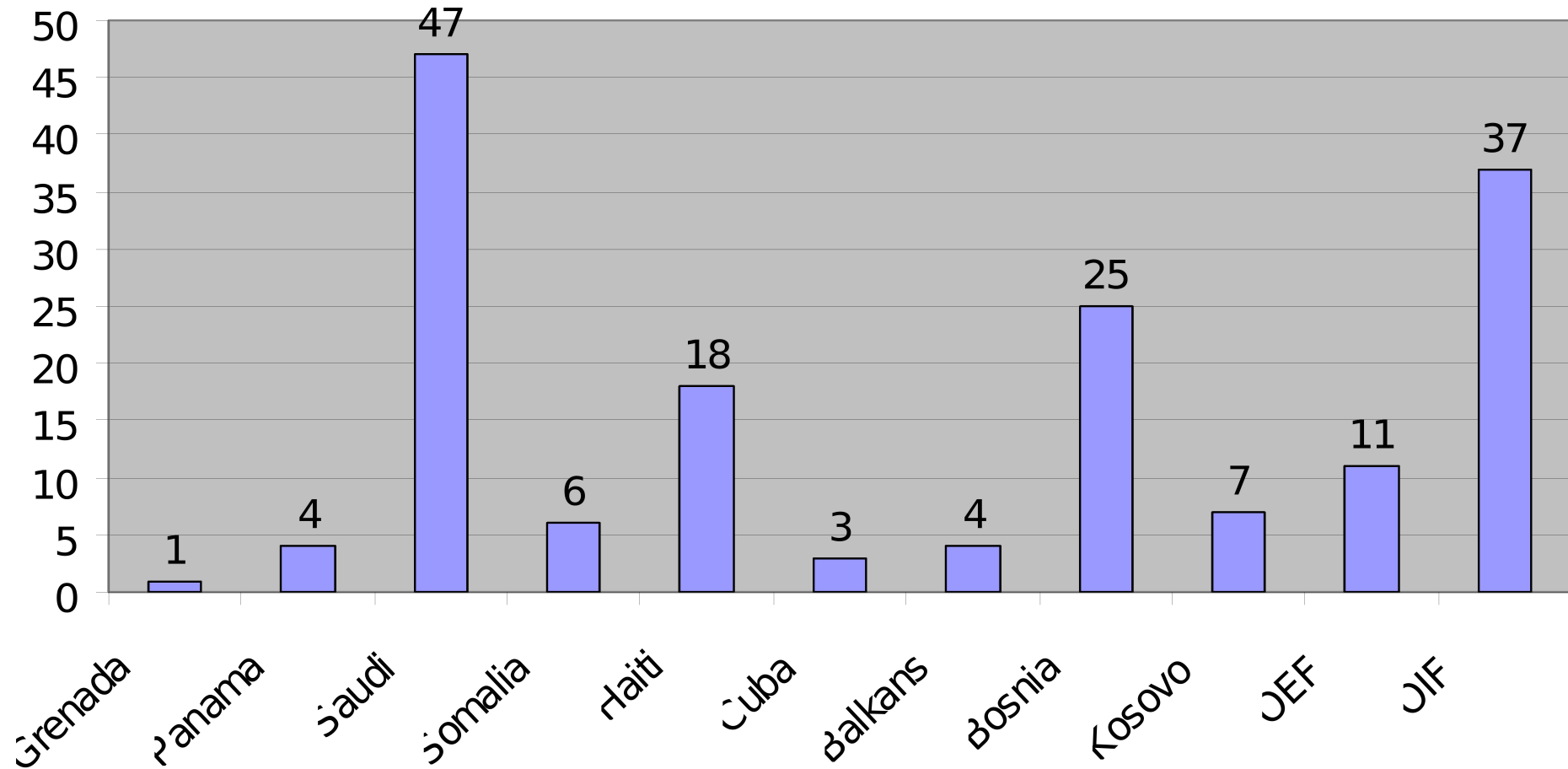
# COMPO 1 COLs Deployed Experience



# COMPO 1 LTCs Deployed Experience



# Compo 1 MAJs Deployed Experience





# Soldier's Creed

---



**I am an American Soldier.**

**I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.**

***I will always place the mission first.***

***I will never accept defeat.***

***I will never quit.***

***I will never leave a fallen comrade.***

**I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.**

**I am an expert and I am a professional.**

**I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.**

**I am a guardian of freedom and the American way of life.**

**I am an American Soldier.**



# AC Manning Strategies

**INTENT: Enhanced unit capabilities through stability, predictability, and cohesion with increased benefits to Soldiers and Families.**

## Home-basing

- Stabilizes Soldiers and Families upon initial assignment at MTOE Installations for extended tour
  - Provides stability and predictability for Soldiers and Families
  - Enables company grade horizontal and vertical cohesion
  - Provides support base for possible BRAC changes and is enhanced by flagship installations
- Lays groundwork for repetitive assignments

## Lifecycle

- Synchronizes Soldier's tour with the unit's (BCTs/UAs) operational cycle (s)
  - Increases operational capabilities of BCTs/UAs
  - Minimizes attrition (PCS/ETS) for deployed units
  - Provides horizontal & vertical cohesion

## Cyclic

- Provides periodic package replacements to "normalize" training cycle for units (headquarters/high demand, low density)
  - Enhances continuity of operations
  - Focuses training to sustainment periods

How will  
this impact  
on the  
ARNG &  
USAR?

# FA 43 Staff Responsibilities and Duties

## FM 4-0 Combat Service Support

---



### HUMAN RESOURCE SUPPORT

1-26. Human resource support (HRS) provides all activities and functions to sustain personnel manning of the force and personnel service support to service members, their families, Department of the Army civilians, and contractors. These activities include personnel accounting, casualty management, next-of-kin notification, essential personnel services, postal operations, and morale, welfare, and recreation. Joint doctrine refers to human resource support as personnel service support. (See chapter 10.)

# FA 43 Proponency Office Current Update & Issues

---



- UA/UEx/UEy HR structure
- OPMSIII update
- 42/43 Merger
- FA43 Information Operations

# Coding (UA, UEx, UEy)



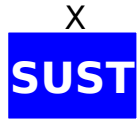
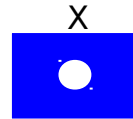
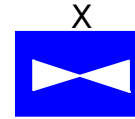
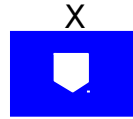
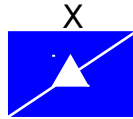
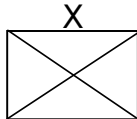
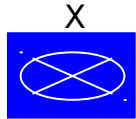
- UA S1s ( FA43 O4 MAJ)
  - 43-48 INF or Armor
  - 10 SUA
  - 10 Fires
  
- UEx
  - 10? Deputy G1 (O4 MAJ)
  - 10 EO Pgm Mgr (O5 LTC) AUG TDA
  
- UEy (AG School Recommendations)
  - 1-2 Asst G1 (O4 MAJ)
  - 3 LTC (O5)
  - 1 COL (O6)

# BCTs and Support Bde S-1 Staffing



**No CW2 in  
Maneuver Enhancement Brigade  
S1 staffing**

**UEx**



S-1 Staffing 1/1/5/7

O4 43A S1  
W2 420A Mil Tech  
E7 42A Sr HR SGT  
E6 42A HR NCO  
E5 42A HR NCO  
E4 42A HR SPC(x2)

S-1 Staffing 1/1/5/7

O4 43A S1  
W2 420A Mil Tech  
E7 42A Sr HR SGT  
E6 42A HR NCO  
E5 42A HR NCO  
E4 42A HR SPC(x2)

S-1 Staffing 1/1/5/7

O4 43A S1  
W2 420A Mil Tech  
E7 42A Sr HR SGT  
E6 42A HR NCO  
E5 42A HR NCO  
E4 42A HR SPC(x2)

S-1 Staffing 1/0/5/6\*\*

O4 43A S1  
E7 42A Sr HR SGT  
E6 42A HR NCO  
E5 42A Admin NCO  
E4 42A Admin SPC  
E3 42A Admin

S-1 Staffing 1/1/5/7

O4 43A S1  
W2 420A Mil Tech  
E7 42A Sr HR SGT  
E6 42A HR NCO  
E5 42A Admin NCO  
E4 42A Admin SPC(x2)

S-1 Staffing 1/1/5/7

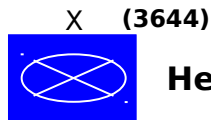
O4 43A S1  
W2 420A Mil Tech  
E7 42A Sr HR SGT  
E6 42A HR NCO  
E5 42A Admin NCO  
E4 42A Admin SPC(x2)

S-1 Staffing 1/1/5/7

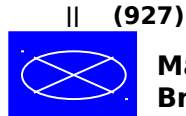
O4 43A S1  
W2 420A Mil Tech  
E7 42A Sr HR SGT  
E6 42A HR NCO  
E5 42A Admin NCO  
E4 42A Admin SPC(x2)

**S-1 Staff Functions: (Not all inclusive) Coordinates all aspects of personnel, finance, chaplain, legal services and public affairs; Prepares personnel annexes to combat service support (CSS) plans; Directs the brigade's critical personnel systems; Directs the brigade MWR, ASAP, EO, and safety programs; Coordinates with higher headquarters to obtain external HR support for the brigade**

# UA/BCT Battalions

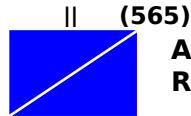


## Heavy Unit of Action



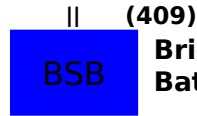
**Maneuver  
Bn**

S-1 Staffing 1/0/7/8  
O3 11A S1  
E7 42A Sr HR SGT  
E6 42A HR NCO  
E5 42A HR NCO  
E4 42A HR SPC  
E3 42A HR SPC(x2)  
E3 42L Mail Clerk



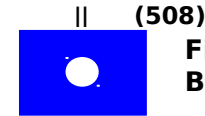
**Armored  
Recon Sqdn**

S-1 Staffing 1/0/5/6  
O3 19C S1  
E7 42A Sr HR SGT  
E6 42A HR NCO  
E5 42A HR NCO  
E4 42A HR SPC  
E3 42L Mail Clerk



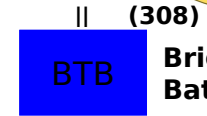
**Brigade Spt  
Battalion**

S-1 Staffing 1/0/5/6  
O3 90A S1  
E7 42A Sr HR SGT  
E6 42A HR NCO  
E5 42A HR NCO  
E4 42A HR SPC  
E3 42L Mail Clerk



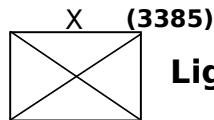
**Fires  
Battalion**

S-1 Staffing 1/0/5/6  
O3 13A S1  
E7 42A Sr HR SGT  
E6 42A HR NCO  
E5 42A HR NCO  
E4 42A HR SPC  
E3 42L Mail Clerk

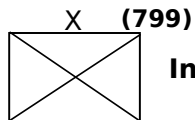


**Brigade Trp  
Battalion**

S-1 Staffing 1/0/4/5  
O3 42B S1  
E7 42A Sr HR SGT  
E6 42A HR NCO  
E4 42A HR SPC  
E3 42L Mail Clerk

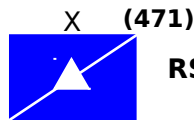


## Light Unit of Action



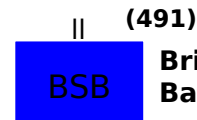
**Infantry Bn**

S-1 Staffing 1/0/6/7  
O3 11A S1  
E7 42A Sr HR SGT  
E6 42A HR NCO  
E5 42A HR NCO  
E4 42A HR SPC  
E3 42A HR SPC  
E3 42L Mail Clerk



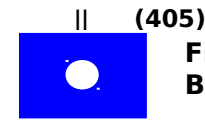
**RSTA Bn**

S-1 Staffing 1/0/5/6  
O3 19C S1  
E7 42A Sr HR SGT  
E6 42A HR NCO  
E5 42A HR NCO  
E4 42A HR SPC  
E3 42L Mail Clerk



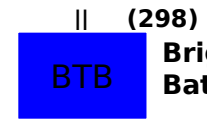
**Brigade Spt  
Battalion**

S-1 Staffing 1/0/5/6  
O3 90A S1  
E7 42A Sr HR SGT  
E6 42A HR NCO  
E5 42A HR NCO  
E4 42A HR SPC  
E3 42L Mail Clerk



**Fires  
Battalion**

S-1 Staffing 1/0/5/6  
O3 13A S1  
E7 42A Sr HR SGT  
E6 42A HR NCO  
E5 42A HR NCO  
E4 42A HR SPC  
E3 42L Mail Clerk



**Brigade Trp  
Battalion**

S-1 Staffing 1/0/4/5  
O3 42B S1  
E7 42A Sr HR SGT  
E6 42A HR NCO  
E4 42A HR SPC  
E3 42L Mail Clerk

**S-1 Staff Functions: (Not all inclusive) Coordinates all aspects of personnel, finance, chaplain, legal services and public affairs; Prepares personnel annexes to combat service support (CSS) plans; directs the battalion's critical personnel systems; directs the battalion's MWR, ASAP, EO, and safety programs; coordinates with higher headquarters to obtain external HR support for the battalion**





- Council of Colonels (Aug-Sep, Nov-Dec)
- Eliminate FAD, replace with FAP
- Early CFD (4, majority at 7, & 10 yr mark)
- Merging of Some Branches and FAs & CFs
- Re-defining CPT BQ
- Breadth vs. Depth



# Final Recommendations

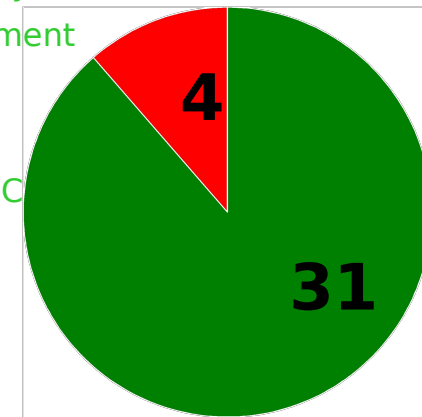
## Green

- Establish common operating picture with Special Branches
- Continue to functionally align branches and functional areas
- Increase flexibility to fill structure
- Extend career timelines
- Provide broader opportunities for multi-functional officers
- Refine and coordinate MACOM fill priorities
- Synchronize OPMS with Army battle rhythm
- Develop more timely, accurate and common picture of structure fill
- Begin functional alignment
- Refine structure
- Recruit an Officer Corps with the right skill set and the desire for a lifetime of service
- Execute early CFD
- Increase accessions to improve current readiness
- Conduct selection boards for an Army at war and transforming
- Study on evaluation system modification
- Expand tenure: stabilize/accelerate in grade
- Link longer service with longevity pay
- Create incentives to reward a lifetime of service
- Institute promotion ADSOs
- The Army currently has no formal program to help officer increase self-awareness
- Current OPMS must evolve to meet the demands for a more Joint and expeditionary Army officer corps
- Develop a formalized process to manage Joint, interagency, and multi-national development opportunities
- Current definition of BQ is too exclusive
- Prescriptive career paths are limiting multi-functionality
- Centralized proponency closing the gap for officer proponency
- Consider graduate education as an incentive for increased ADSO among scholarship SOC
- Joint officer education
- Opportunities to broaden Joint experience
- Improve advance education opportunity
- Initiate limited Joint/IA exposure at CCC
- Align officer civilian education with the needs of the Army in near-to-mid term

## Red

- Balance CPTs requirements with accessions
- Align and adjust initial military service obligation
- Explore certification options
- Institute command/key billet changes

**We will recommend to the CSA that we proceed with implementation or continue to develop 31 of the 35 recommendations (89%)**



# 42/43 Merger

---



- 42/43 Merger
  - Proposed COAs
  - FA43/BR42 Council of Colonels
  - BOD
  - PLS
  - Part of OPMS rreview

# FA 43

## Information Operations

---



- S1NET (<https://s3-xonet.army.mil>)
  - G6 supported server
  - List server function available
  - Password access for FOUO info
- List server
  - Positive feedback from the field
  - Need for push vs. pull
- FA 43 Web Page ([www.army.mil/fa43](http://www.army.mil/fa43))
- AG Commandant newsletter
- FA43 course Survey (sent to each class & their supervisor starting with the April 04 class)

# Summary

---



- What you can expect from US!
  - Entry Level FA43s trained and ready upon arrival
  - Continued training improvements
  - Timely HR information
  - HR lifeline for deployed units
  - Assignment of 43's based on Army priorities
  - Continued work on recoding and merger COA